

**FINAL RECOMMENDATION SUMMARY FORM**

**WORKGROUP: ENDING HOMELESSNESS**

<b>STRATEGIC ISSUE # 1: “Housing First”</b>		
1. Promote transition to “Housing First” orientation by community-based agencies and homeless service providers.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation*:</b>
1. Create policy and financial incentives and supports for shelter providers and mainstream agencies that will foster more rapid movement of people who are homeless from shelters, transitional housing, and/or the streets into permanent housing.	<p>1a. Work with DCH, DHS, and MSHDA to create and support policies that assure that adequate and appropriate supportive services are actively &amp; accessibly linked to “housing first” options for homeless persons.</p> <p>1b. Target/prioritize the use of emergency shelter grants funding (both MSHDA/ESG &amp; DHS/ESP) to promote shift from “shelter-based” to “housing-based” interventions for homeless populations.</p> <p>1c. Partner with public systems of care in developing and implementing policies and protocols that prevent exit from institutions into homelessness (e.g., Department of Corrections &amp; prisoner re-entry, Department of Human Services &amp; youth aging out of foster care).</p> <p>1d. Develop and promote use of consistent definitions and practices for “housing first” success.</p>	<ul style="list-style-type: none"><li>▪ Interagency Leadership Team (to be defined)</li><li>▪ Local Community Collaboratives (CC’s)</li><li>▪ Local Continua of Care (CoC’s)</li></ul> <ul style="list-style-type: none"><li>▪ MSHDA Office of Supportive Housing and Homeless Initiatives</li><li>▪ Department of Human Services (DHS)</li><li>▪ Local Continua of Care</li></ul> <ul style="list-style-type: none"><li>▪ Department of Corrections (DOC)</li><li>▪ Department of Community Health (DCH)</li><li>▪ DHS</li><li>▪ Michigan Prisoner Reentry Initiative</li><li>▪ Michigan Primary Care Association</li><li>▪ State Sheriff’s Association &amp; MACO</li><li>▪ Michigan Coalition Against Homelessness (MCAH)</li></ul> <p><b>* (Same “WHO” involved throughout document)</b></p>

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<b>STRATEGIC ISSUE # 1: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
2. Increase access to both short and long-term housing subsidies that support success in a “Housing First” model (using federal, state, and local resources)	2a. Expand the use of specifically targeted transitional rent subsidies for homeless populations (including HUD/SHP Leasing Assistance and HOME/TBRA).	<ul style="list-style-type: none"> <li>▪ Michigan Homeless Assistance Advisory Board (MHAAB)</li> <li>▪ Local Continua of Care</li> <li>▪ Local Participating Jurisdictions</li> </ul>
	2b. Increase use of long-term/permanent housing subsidies, both at state and local level, targeted to homeless populations (using HUD Supportive Housing & Leasing Assistance, Shelter + Care, and Housing Choice Vouchers)	<ul style="list-style-type: none"> <li>▪ MSHDA Office of Existing Housing</li> <li>▪ Local Public Housing Authorities (PHAs)</li> <li>▪ MHAAB</li> <li>▪ Local CoC’s</li> <li>▪ DCH</li> </ul>
3. Increase investment in practice tools and technologies that support success in a “Housing First” methodology	3a. Fund shelter-based and/or community-based “housing resource specialists” to support rapid exit from shelters and successful re-housing.	<ul style="list-style-type: none"> <li>▪ MSHDA, DHS, and DOC</li> <li>▪ MHAAB &amp; Local Continua of Care</li> </ul>
	3b. Develop and implement a statewide web-based Housing Locator technology to increase effectiveness in more rapid re-housing of homeless populations.	<ul style="list-style-type: none"> <li>▪ Inter-Agency Leadership Team</li> <li>▪ Michigan Housing Council/ Apt. Owners Association</li> <li>▪ Local CoC’s</li> </ul>
	3c. Work through Continua of Care and Community Collaboratives to assure delivery of supportive services necessary for success in housing stabilization	
	3d. Provide training and technical assistance to assist community-based programs and communities in implementing “housing first” strategies.	<ul style="list-style-type: none"> <li>▪ MSHDA</li> <li>▪ CSH</li> </ul>
	3e. Focus data gathering/performance outcomes measures (via HMIS) on assessment of results pertinent to “housing	<ul style="list-style-type: none"> <li>▪ State and federal funding partners</li> <li>▪ Local planning partners</li> <li>▪ MI Statewide Homeless Mgmt Info</li> </ul>

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	first” success (e.g., length of shelter stay, time to access supportive services)	System
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### **STRATEGIC ISSUE # 2: Access to Existing Housing**

2. Increase access to existing affordable housing opportunities, in both urban and rural areas, for homeless populations through state-local partnership, planning, and prioritization.

<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>1. Increase commitment of both transitional and permanent rent subsidies specifically targeted for homeless populations</p>	<p>1a. Increase investment in transitional rent subsidies (limited to not more than 24 months) to support rapid transitions to permanent housing</p> <p>1b. Explore use of longer-term transitional subsidies (limited to 5 years) as an alternative strategy for promoting housing independence</p> <p>1c. Expand targeting of both tenant-based and project-based Housing Choice Vouchers to provide permanent housing subsidies for via MSHDA homeless populations</p> <p>1d. Engage local Public Housing Agencies (PHA's) in targeting both tenant-based and project-based Housing Choice Vouchers and existing Public Housing units for homeless populations</p>	<ul style="list-style-type: none"> <li>▪ MSHDA</li> <li>▪ Local Public Housing Authorities (PHAs)</li> <li>▪ Local Participating Jurisdictions</li> </ul>
<p>2. Identify and resolve policy and regulatory barriers that obstruct increasing access to existing housing</p>	<p>2a. Address negative impacts of federal, state, and local policies that limit access to government-subsidized housing (i.e., discrimination against persons with history of substance abuse or criminal records.)</p>	<ul style="list-style-type: none"> <li>▪ State Advocacy Organizations</li> <li>▪ HUD Officials</li> <li>▪ Public Policy Partners</li> <li>▪ Legislative Supporters</li> <li>▪ HUD Officials</li> </ul>

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<b>STRATEGIC ISSUE # 2: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
3. Provide technical assistance and training to community-level providers that supports increased use of existing housing opportunities	<p>3a. Engage local DHS Directors and staff in systematic training to promote increased use of existing housing resources</p> <p>3b. Work through Community Collaboratives to develop systematic cross-systems training to promote increased use of existing housing options</p>	<ul style="list-style-type: none"> <li>▪ DHS Administration</li> <li>▪ Community Collaboratives</li> <li>▪ Homeless shelter providers</li> <li>▪ Mainstream services workers</li> </ul>

<b>STRATEGIC ISSUE #3: Partnerships with Owners, Developers, and Landlords</b>		
3. Expand housing opportunities for homeless and at-risk populations through creation of working partnerships with property owners, landlords, and developers -- linked to local plans for implementation.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
1. Create new housing opportunities through provision of incentives and supports to existing property owners/managers to make existing housing (both public and private) more available to homeless populations	<p>1a. Work through local collaborative networks to develop housing-service partnerships (providing follow-up case management to resolve barriers to housing stability) that will enable increased use of vacant units (in both public and private sector) for homeless households in both urban and rural areas.</p> <p>1b. Develop partnership strategies that assist homeless and at-risk households to overcome obstacles of poor credit, poor rental history and/or criminal history in applying for existing housing.</p>	<ul style="list-style-type: none"> <li>▪ MSHDA Office of Supportive Housing &amp; Homeless Initiatives</li> <li>▪ MSHDA Office of Asset Management</li> <li>▪ Local Continua of Care</li> <li>▪ Local Community Collaboratives</li> <li>▪ Local Non-Profit Service Agencies</li> <li>▪ For-Profit Developers</li> <li>▪ Non-Profit Developers</li> <li>▪ Property Management Companies</li> <li>▪ Michigan Housing Council</li> <li>▪ Public Housing Authorities</li> <li>▪ Apartment Owner's Association</li> <li>▪ HUD</li> </ul>

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	<p>1c. Collaborate with MSHDA's Office of Asset Management and Office of Existing Housing to identify and utilize vacant units in MSHDA-subsidized projects for homeless households (with support of project-based vouchers).</p> <p>1d. Collaborate with USDA, local PHA's, HUD, and others to identify and utilize vacant units in federally-subsidized projects for homeless households.</p> <p>1e. Collaborate with Michigan Housing Council, Apartment Owners Association(s), NAHRO, and other property management partners to maintain a real-time inventory of units that can be made available for housing homeless and at-risk households (via Housing Locator technology).</p>	<ul style="list-style-type: none"> <li>▪ NAHRO</li> </ul>
<p>2. Create new partnerships with private</p>	<p>1f. Create a funded "Homeless Housing Advocate/Resource Specialist" role in all Continuum of Care areas (through local Continua of Care/Community Collaboratives) to help develop on-going relationships with landlords and landlord associations, locate and open access to potential housing units, and support housing permanency for homeless populations.</p> <p>1g. Create collateralized community-based escrow/security deposit/rent payment guarantee pools linked to rapid re-housing initiatives for homeless and at-risk households.</p> <p>2a. Modify State LIHTC Qualified Allocation</p>	<ul style="list-style-type: none"> <li>▪ MSHDA Office of Multi-Family Housing</li> <li>▪ MSHDA Tax Credit Office</li> </ul>

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<p>and non-profit developers that will support set-asides of units in new developments for homeless populations</p> <p>3. Identify and work to resolve federal, state, and local policy barriers that unnecessarily obstruct access to existing housing</p>	<p>Plan (QAP) to support this policy objective.</p> <p>2b. Allocate resources at both state and local levels to “buy down” and/or “master lease” the cost of units to be set aside for homeless populations.</p> <p>3a. Address barriers in MSHDA-defined tenant eligibility policy for Housing Choice Vouchers and MSHDA-subsidized housing</p> <p>3b. Work with local housing authorities to address tenant eligibility barriers at the community level.</p>	<ul style="list-style-type: none"><li>▪ MSHDA Office of Supportive Housing &amp; Homeless Initiatives</li><li>▪ MSHDA Office of Existing Housing</li><li>▪ MSHDA Office of Supportive Housing &amp; Homeless Initiatives</li><li>▪ MSHDA Office of Asset Management</li><li>▪ Public Housing Authorities</li></ul>
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<b>STRATEGIC ISSUE # 4: Production of New Housing Units</b>		
<p>4. Facilitate development and support of locally-based efforts to increase production of new housing for homeless and at-risk populations that is affordable to extremely low-income households (focused on those who depend on public assistance and/or disability benefits or who are working at or below poverty level).</p>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>1. Increase commitment of resources necessary to expand production of affordable housing targeted to homeless and at-risk populations</p>	<p>1a. Nurture ownership and/or partnership of homeless shelter providers in developing and managing affordable housing for homeless populations.</p> <p>1b. Modify LIHTC Qualified Allocation Plan to increase utilization and set-aside of tax credits to support production of units for homeless populations (with or without disabilities).</p> <p>1c. Provide supplemental funding and support to private sector and non-profit developers to create “set-aside” units within new housing developments specifically targeted to homeless populations.</p> <p>1d. Utilize resources invested in neighborhood-based housing re-development strategies to produce new units targeted to homeless populations.</p> <p>1e. Utilize, where feasible, tax-foreclosed, HUD-foreclosed, or USDA-foreclosed properties for re-development as affordable housing for homeless households.</p>	<ul style="list-style-type: none"> <li>▪ MSHDA Office of Supportive Housing &amp; Homeless Initiatives</li> <li>▪ MSHDA Office of Low-Income Housing Tax Credits</li> <li>▪ MSHDA Office of Existing Housing</li> <li>▪ MSHDA Office of Supportive Housing &amp; Homeless Initiatives</li> <li>▪ MSHDA Office of Asset Management</li> <li>▪ Public Housing Authorities</li> </ul>

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<b>STRATEGIC ISSUE # 4: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>2. Implement recommendations of the Supportive Housing Work Group assuring increase in production based on “best practice models” for most difficult-to-engage homeless populations.</p>	<p>1f. Develop programs to support timely and cost-effective procurement of available land and improved property for development of affordable housing.</p> <p>1g. Set aside a portion of all new preservation and rehabilitation deals to expand access to housing targeted for homeless.</p> <p>1h. Identify and commit new revenue streams to be invested through the Michigan Affordable Housing &amp; Community Development Fund.</p> <p>1i. Provide technical assistance and training to both non-profit and for-profit developers to support increasing production</p> <p>2a. Expand funding for non-profit organizations to develop, manage, and operate high quality supportive housing</p>	



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<b>STRATEGIC ISSUE # 4: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>3. Increase production through use of alternative and lower-cost housing technologies as a means to decrease the over-all cost new of housing development (e.g., manufactured housing, composite materials, “green” building, etc.).</p> <p>4. Identify and work to resolve federal, state, and local policy barriers that unnecessarily obstruct increased production of affordable housing.</p>	<p>4a. Provide technical assistance and support for strategies promoting local adoption of inclusionary zoning, Payment In Lieu of Taxes (PILOTS), and combating “NIMBY” issues.</p> <p>4b. Assist in streamlining local development processes to promote increased &amp; more efficient production of affordable housing for homeless populations.</p> <p>4c. Develop and pursue a pro-active legislative package to support regulatory reform and increased production of affordable housing.</p>	

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<b>STRATEGIC ISSUE # 5: Planning and Public Support</b>		
5. Increase effectiveness of state and local planning and build public and political support for ending homelessness through more fully aligned state and local collaboration.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
1. Increase effectiveness of state and community-based planning to end homelessness.	<p>1a. Assure that state-level plans for ending homelessness are based on active engagement of local stakeholders and service providers.</p> <p>1b. Establish high-level Interagency Leadership Council that will provide leadership, linkage, and accountability for cross-systems initiatives and planning.</p> <p>1c. Develop state-level “10 Year Plan” for ending homelessness based on recommendations in this 5-Year Action Plan.</p> <p>1d. Assure that state-level planning for ending homelessness actively supports and aligns with the development of community-based 10-Year Plans to End Homelessness.</p> <p>1e. Strengthen collaborative planning between local Continuum of Care (CoC) and Community Collaboratives in developing both housing-service partnerships and community-based prevention strategies.</p>	

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	<p>1f. Integrate planning for “welfare reform initiatives” and efforts to increase income for homeless households.</p>	
<p>2. Develop a series of “key messages” and public education materials that explain the importance of ending homelessness and how the 5-Year Action Plan will help advance this agenda.</p>	<p>1g. Assure that local early childhood initiatives (e.g., Project Great Start, Head Start, Family Resource Centers) incorporate commitments to needs of homeless and at-risk households.</p> <p>1h. Include homeless concerns in community-based health and mental health planning.</p> <p>1i. Assure that state and local HUD Consolidated Plans address planning for ending homelessness.</p> <p>1j. Engage homeless or formerly homeless individuals in identifying barriers to accessing mainstream resources and potential systems improvements.</p> <p>1k. Utilize cross-systems data on housing, consumer needs, and systems utilization to support policy development, targeting of initiatives, and ongoing systems change.</p> <p>2a. Specify ways Michigan communities are working to eliminate homelessness and how these efforts can be effectively expanded.</p> <p>2b. Develop effective communication tools that regularly link the provider community with policy makers and community leaders in building public support and political will</p>	<ul style="list-style-type: none"> <li>• Michigan Association of Broadcasters</li> <li>• Michigan Advertising Council</li> </ul>

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	<p>for ending homelessness.</p> <p>2c. Use common themes to link varied target audiences to build public awareness and drive political will.</p>	
<p>3. Recruit, involve and bring together key elected officials and public leaders as champions for collective action.</p>	<p>2d. Develop public education materials that can be used in a broad-based public education campaign to build support for ending homelessness.</p> <p>2e. Create a comprehensive marketing plan that addresses motivations and needs of primary target groups (i.e., provider/advocate, policy and funding, general public).</p> <p>2g. Hold public hearings and forums to create a Statewide “Compact to End Homelessness.”</p> <p>2h. Enhance Homeless Awareness Week Activities.</p> <p>2i. Build a Media Champions Plan.</p> <p>3a. Work with legislative champions team at state and federal levels to understand and localize the issues underlying homelessness</p> <p>3b. Develop and implement mechanisms for regularly informing and updating a legislative champions team.</p> <p>3c. Engage the Governor’s office (policy, budget, and communications staff) as advocates in promoting understanding of homeless issues and needs.</p>	<ul style="list-style-type: none"> <li>• Michigan Municipal League</li> <li>• Michigan Association of Counties</li> </ul>

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<b>STRATEGIC ISSUES #5: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
	<p>3d. Utilize the Michigan Conference on Affordable Housing to gather legislative champions team (and other elected officials) to discuss progress made toward ending homelessness on an annual basis.</p> <p>3e. Encourage local municipal leaders to sign on to a “Statewide Compact to End Homelessness”.</p>	

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<b>STRATEGIC ISSUE # 6: Access to Supportive Services</b>		
6. Increase access to supportive services through pro-active engagement of local leadership as partners in state-local planning.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<ol style="list-style-type: none"> <li>1. Develop sensitive and effective outreach and engagement services for hard to reach homeless populations in shelters, on the streets, or wherever else they may be found</li> <li>2. Increase access to and funding for a broad array of essential services and staffing that support housing success and stabilization</li> </ol>	<ol style="list-style-type: none"> <li>1a. Encourage and support formation of locally-based homeless outreach teams.</li> <li>2a. Increase availability of service staffing (both at agency/provider &amp; community level) targeted to achieving housing stabilization outcomes.</li> <li>2b. Develop processes for collaborative case management and interaction between state agencies and community-based organizations.</li> <li>2c. Integrate common intake, assessment, and service planning across non-profit and mainstream services systems.</li> <li>2d. Identify and disseminate evidence-based strategies in housing stabilization services.</li> <li>2e. Design programs and services to address special challenges in serving rural homeless populations.</li> </ol>	

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<b>STRATEGIC ISSUE # 6: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
	<p>2f. Assure access to basic transportation – both in rural and urban settings.</p> <p>2g. Support “braiding” and “blending” of State funding resources for more flexible/creative support of essential services.</p> <p>2h. Use the Michigan Statewide Homeless Management Information System (MSHMIS) and statewide “2-1-1” to increase effectiveness of cross-systems referrals and follow-through.</p> <p>2i. Strengthen partnerships and linkages with McKinney-Vento Homeless Education program and school district-based Homeless Liaisons to assure early identification and active response for families/youth who are homeless or at-risk.</p> <p>2j. Strengthen partnerships between community-based, faith-based, and public sector services in support of joint service planning and housing stability for homeless and at-risk families.</p> <p>2k. Provide more accessible options for substance abuse treatment focused on special needs of homeless populations – especially families with children.</p>	

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STRATEGIC ISSUE # 6: (cont)		
FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
<p>3. Create and support “barrier-buster” strategies to help expedite access to services and promote long-term systems change.</p>	<p>2l. Expand availability of mental health services for persons with mild and moderate mental health conditions.</p> <p>2m. Work closely with Michigan Prisoner Reentry Initiative to support linkages of services and housing for returning offenders.</p> <p>3a. Create both shelter- and community-based interagency service teams, linked to Community Collaboratives.</p> <p>3b. Create local and state-level case review and systems change teams.</p> <p>3c. Create mechanisms for identifying and addressing policy barriers that prevent agencies from delivering supports needed to assure housing stability.</p> <p>3d. Establish systems to review and assure cross-systems accountability for provision of timely services to homeless households.</p>	



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<b>STRATEGIC ISSUE # 7: Access to Mainstream Benefits</b>		
7. Develop tools and strategies that increase immediacy of receipt of mainstream services and entitlement benefits (e.g. SSI, Medicaid, VA) by eligible homeless populations.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<ol style="list-style-type: none"><li>1. Create and sustain technology for web-based benefits eligibility determinations, receipt, and follow-up (for all relevant State-supported mainstream programs)</li><li>2. Align efforts to end homelessness with DHS/SSI Advocacy initiatives</li></ol>	<ol style="list-style-type: none"><li>1a. Work through Michigan Department of Human Services to integrate expedited eligibility determinations through the “Bridges” project.</li><li>1b. Develop shelter-based technologies and staffing (e.g., “navigators”) that more effectively link consumers to services.</li></ol>	<ul style="list-style-type: none"><li>• DHS</li><li>• DCH</li><li>• Veterans’ Administration</li><li>• Medicaid Office</li><li>• Disabilities Programs</li></ul>

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<b>STRATEGIC ISSUE # 8: Income and Asset-Building</b>		
8. Increase income for homeless and at-risk populations by targeting workforce development resources and linking supportive housing with employment and other asset-building supports.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
1. Increase ease of consumer access to workforce development programs, resources, and services that assist homeless adults in attaining economic stability/self-sufficiency.	<p>1a. Build on state-level “welfare reform initiatives” (e.g., “Jobs, Education, and Training” Program) to support education and training that promotes movement of homeless adults into higher paying jobs and benefits.</p> <p>1b. Promote targeted partnerships between employment and housing in focused transitional housing and employment initiatives (e.g. “Making It Work” in K-zoo).</p> <p>1c. Partner with local employers to encourage and support employment opportunities for hard-to-employ populations (e.g., Cascade Model).</p> <p>1d. Expand and enhance workforce development initiatives for homeless sub-populations (e.g., youth aging out of foster care, returning offenders) through local partnerships.</p> <p>1e. Increase availability of programs for historically hard-to-employ individuals (e.g., “supported employment, job coaching, micro-enterprise.)</p>	

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<b>STRATEGIC ISSUE # 8: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
2. Assist homeless households in building economic assets for economic independence.	2a. Expand accessibility and utilization of Earned Income Tax Credits (EITC) for homeless and at-risk households.  2b. Increase engagement of homeless households in IDA initiatives.	

<b>STRATEGIC ISSUE # 9: Homeless Prevention</b>		
9. Develop comprehensive, integrated, community-based strategies for homelessness prevention		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
1. Develop and implement common systems-wide screening and response protocols to assure timely response to households that are precariously housed or are at imminent risk of homelessness	1a. Assure follow-up support as appropriate to sustain housing stability for households receiving financial prevention assistance.  1b. Develop early intervention and problem-solving strategies with landlords to minimize evictions and terminations of tenancy.  1c. Create damage deposit/security deposit “guarantee” pools at local level as a tool for ongoing homeless prevention.  1e. Expand personal financial literacy/education to persons at risk for	

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	<p>homelessness.</p> <p>1f. Develop more pro-active responses to precariously housed households (e.g., involuntarily “doubled-up” families and “couch-surfing” youth; “housing-poor” households, and persons residing in sub-standard housing).</p>	
<p>2. Ensure development and implementation of both state and local policies and protocols preventing discharge of those at risk for homelessness from key systems of public care without a plan for housing and support</p> <p>3. Target comprehensive prevention efforts to high risk populations (e.g., survivors of domestic violence, youth aging out of foster care, persons in recovery, parents exiting prisons, returning veterans, etc.)</p>	<p>2a. Focus “systems prevention” efforts on populations at greatest risk of homelessness, including persons who are:</p> <ul style="list-style-type: none"> <li>▪ Exiting State corrections and local jail facilities</li> <li>▪ Exiting emergency rooms/hospitals/primary care providers</li> <li>▪ Exiting mental health and substance abuse treatment centers</li> <li>▪ “Aging out” of foster care</li> </ul>	

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<b>STRATEGIC ISSUE # 10: Data Systems and Outcomes Measurement</b>		
10. Develop data systems infrastructure that documents need and promotes systems change for ending homelessness.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>1. Adopt common definitions of key terms to facilitate sharing and analysis of data.</p>	<p>1a. Develop a common housing status indicator for use by all State human services systems.</p> <p>1b. Insert housing status indicator in DHS assessment through “Bridges Project”.</p> <p>1c. Collect common housing status and housing needs assessment data across all mainstream and community-based provider systems (i.e., DHS, DCH, MDE, DOC, DLEG, MCAH, and MSHMIS).</p> <p>1d. Develop and implement common core performance outcomes objectives and measures for all state-funded programs to document progress toward ending homelessness.</p>	
<p>2. Create and implement “virtual data warehousing” infrastructure for cross-systems data gathering and analysis to improve systems accountability and change.</p>	<p>2a. Create a de-identifying and matching methodology for analyzing core data sets from multiple State systems.</p> <p>2b. Create cross-agency data sharing agreements for State systems (i.e., DHS, MSHDA, DCH).</p>	

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<b>NEW STRATEGIC ISSUE # 10: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<p>3. Fully implement and utilize the Michigan Statewide Homeless Management Information System (MSHMIS) as a primary means of measuring outcomes of community-based homeless services providers</p>	<p>2c. Systematically gather and assess essential data and information about homeless and at-risk persons from existing state agency databases to support policy development, program outcomes assessment, and targeting of initiatives.</p> <p>2d. Use data warehousing technology to conduct “cost analysis” studies of homelessness.</p> <p>2e. Use cross-systems data to create and map community-level data to “benchmark” housing needs of families, incidence of homelessness, resources invested in systems response, housing availability and gaps in supply/demand, and other elements that illustrate/define scope of problem and investment in response.</p> <p>3a. Use MSHMIS to develop and implement common shelter intake, assessment, and case management protocols.</p> <p>3b. Include mainstream services providers in MSHMIS implementation, to the degree practicable with resources available (e.g., school homeless liaisons, health care providers, VA counselors, mental health systems, food pantries, faith-based providers) .</p>	

**FINAL RECOMMENDATION SUMMARY FORM**

<b>NEW STRATEGIC ISSUE # 10: (cont)</b>		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
4. Create internal and external research partnerships that will help inform homeless services practice and policy	4a. Provide access to a cross-systems database to approved researchers associated with partnering State agencies to develop analytical information on homeless issues and populations.  4b. Engage external researchers, including State universities, in partnerships to help develop and obtain needed data on homeless populations and interventions.	

## FINAL RECOMMENDATION SUMMARY FORM

<b>STRATEGIC ISSUE # 11: Building Systems Capacity</b>		
11. Build capacity of organizations and communities to implement effective strategies for ending homelessness.		
<b>FINAL RECOMMENDATION(S):</b>	<b>ACTION STEPS needed for follow up and implementation:</b>	<b>WHO must be involved in follow-up and implementation:</b>
<ol style="list-style-type: none"> <li>1. Provide technical assistance and training to providers and administrators at all levels to help enhance consumer access to high-quality housing and services.</li> <li>2. Implement standardized quality improvement system for CoCs and state-funded programs serving homeless populations.</li> <li>3. Enhance staff development &amp; training to motivate, retain, and improve performance of line workers in grass-roots shelters and related community-based homeless programs or services.</li> <li>4. Increase technical assistance and training for increasing both housing</li> </ol>	<ol style="list-style-type: none"> <li>1a. Assure effective cross-systems training for both administrators and staff delivering core services in all mainstream systems (public and private).</li> <li>1b. Expand the knowledge of public and private workers on legal services and rights for homeless and at-risk populations.</li> <li>2a. Establish common housing and service quality standards – and an associated monitoring/management plan – for emergency shelter, transitional housing, and permanent supportive housing.</li> <li>2b. Utilize common program performance outcomes measures to assess impact of program investments.</li> <li>3a. Work with local colleges to develop curricula for front-line staff to enhance skills for working with homeless populations.</li> </ol>	



### FINAL RECOMMENDATION SUMMARY FORM

production and effectiveness of related services		
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#### **CHALLENGES associated with follow-up and implementation:**

1. Poor economy impacts programs, production, and consumers' ability to afford market housing
2. More direct service staffing needed for "housing first" initiatives and supportive housing "follow-up" at community and agency level
3. State-level program staff needed for attention to homeless initiatives
4. Sufficient sources of subsidy to support increasing access to existing housing
5. Sufficient capital resources to address ongoing costs of operating supportive housing
6. Commitment of resources necessary for enhancing homelessness prevention
7. Support for change in "culture of response" to homelessness by public sector providers
8. Recognition of housing as basic element of "safety net"
9. Generating "buy-in" for "Housing First" model among homeless service providers
10. Ability to articulate meaningful and achievable numerical targets for new production
11. Ability to engage providers in understanding importance of data analysis and to document meaningful outcomes
12. Addressing and overcoming privacy and security issues in data gathering
13. Moving the mental health system (and legislature) to deal more actively with mild and moderate mental illness
14. Building public support and political will for investment in homeless response
15. Ability to overcome "NIMBY" issues and stigma associated with mental illness, homelessness, & criminal backgrounds